

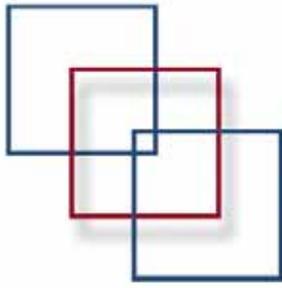
STRATEGIC PLAN 2004-2009

City of Riverside Police Department



CITY OF
RIVERSIDE

BE A PART OF IT



City of Riverside Mayor and City Council Members



Top row - left to right: Council Members Art Gage and Dom Betro, Mayor Ronald O. Loveridge, Council Members Ed Adkison and Ameal Moore

Bottom row - left to right: Council Members Steve Adams, Nancy Hart and Frank Schiavone



This is an exciting time of change for the City of Riverside. The Riverside Police Department is a municipal police organization with tremendous talent. In the last several years, that talent has taken the agency in a new direction, standing on the forefront of law enforcement agencies across the U.S. in professionalism and as a leader for change and meaningful reform.

We have found a strong leader in Chief Russ Leach, and applaud his efforts at defining and refining a culture that supports innovation and the progressive adaptation of the tools and techniques of modern policing.

Chief Leach has brought about extraordinary change in the department, profoundly strengthening its commitment to community policing, implementing widespread reform, and challenging members of the organization to achieve their personal best.

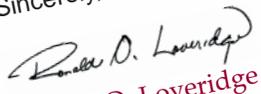
The rapid and successful transformation of the Riverside Police Department into a model police agency is certainly attributable to the dedication and achievements of the Police Chief and the men and women of the department.

But the Department's success is also testament to the core set of institutional strengths and values that inspire our overall Community Vision, in which we recognize the complex role our Police Department plays in its attainment. We are far beyond seeing our Police Department solely as an agent of maintaining the public order. Rather, our police play an integral role in economic development and city beautification, neighborhood livability, transportation initiatives, human relations, and parks and recreational services—in short, in preserving and improving the overall quality of life and image of our city.

The Riverside Police Department has the full-fledged support of the Mayor, City Council, and city management in our collective effort to establish the department as a progressive, professional and model police agency of the 21st century.

The City of Riverside is committed to proactively providing police services that enhance safety and the quality of life of our community. As a "best practices" police agency, the Riverside Police Department is one to be proud of, and we continue to look forward to great things from them.

Sincerely,


Ronald O. Loveridge
Mayor


Frank Schiavone
Mayor Pro Tempore


George Carvalho
City Manager

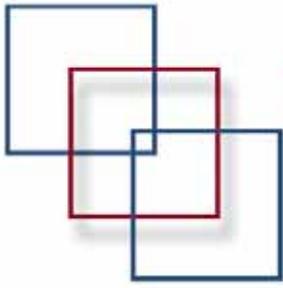
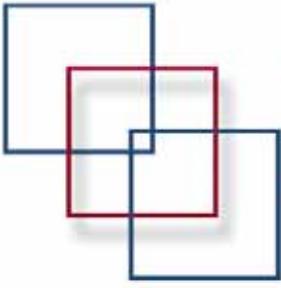


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Mission and Values

City of Riverside Police Department

Mission

The Riverside Police Department is committed to a proactive law enforcement – community partnership that is focused on public trust and safety and provides quality, responsive and effective services through valued employees.

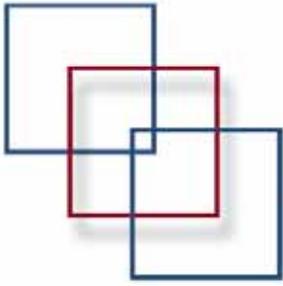
Values

While accomplishing our mission, we must maintain exemplary professional standards in both conduct and performance.

We value and respect the ideas and opinions of all employees and all members of the community.

We achieve excellence through courteous, respectful and consistent treatment of others.

We earn the trust of one another and the community by holding ourselves accountable to our principles and our commitment to excellence.



A Message from the ☆☆☆☆ Chief of Police

Envisioning change is an awesome task and responsibility. It is not just the function of analyzing empirical data, events, testimony or even evidence, although it is guided by all of these. A vision is a quick preview of history, a slice of reality, a glance into the unseen and a prediction of the unexpected.



In anticipation of future changes, and in response to the challenges of today, the City of Riverside Police Department is strategically retooling to provide for more accountability and for sweeping change to better serve our growing community.

This document stands as a testament to a community working together to make positive change. It is a collaboration of devoted police employees, elected officials, city manager and other departmental staff and community members from many corners of Riverside coming together to co-produce excellence in public safety.

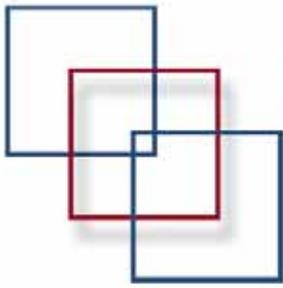
Strategic planning is of the utmost importance. This plan is the roadmap to move our department forward, to continue to earn the “model agency” designation that Attorney General Bill Lockyer acknowledged us to be, and to further become the premier police department we know we can be.

The Riverside Police Department has a proud history of service. With a new vision of the future, we are taking community engagement and community policing to its highest form. As physical evidence of our commitment, the community of Riverside will see new full-service police stations located throughout the city—as neighborhood-policing takes shape in brick-and-mortar. The Magnolia Avenue Police Station will be the first station to open in late 2004, with others to follow as opportunity and funding allow over the next five years.

The realignment of our department and personnel will be the largest change in over 50 years, and will benefit the community through decentralization, maximizing of resources, improved accountability and innovative problem-solving. We will continually strive to set “best practices” standards for effective policing that are customized to meet the needs of Riverside’s diverse communities and neighborhoods. The community has my personal commitment to make these goals and objectives a mainstream function of the Riverside Police Department.

Strategies for change and reform are the order of the day; it gives me great pride to put forth this Strategic Plan.

Russ Leach
Chief of Police



The Riverside Police Department

Change Brings Opportunities

The Riverside Police Department (RPD) was founded in 1896 and has grown from a small town police force to a large metropolitan police department with 362 sworn police employees and 182 civilian employees serving the more than 274,100 people who live here.

For most of the early years, the department's growth and progress was typical of the times – slow, steady and quiet. There was little serious crime, officers provided basic services and labor unrest among employees was unknown.

As with most of the nation, evolving social concerns in the late 1960s and 1970s created the impetus for change in the police department. Public activism, decline of the nuclear family as an institution, rising crime rates and increasing expectations for service at all levels of government resulted in new demands. The educational requirements for the hiring of police officers increased, additional training was provided and greater accountability to the public was expected. The accompanying public desire for greater understanding and recognition of individual rights carried over into the police labor force as well, with officers demanding the same type of treatment in their dealings with police management.

Leadership in this era demanded higher levels of education, greater interpersonal skills and a willingness to balance the evolving expectations of the public with the increasing demands of the workforce. The unbridled authority of police chiefs of the past gave way to the modern chief, trained

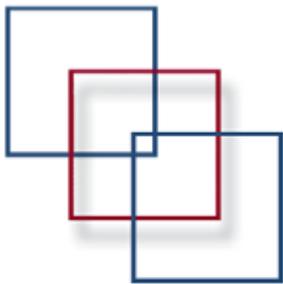
as a manager, facilitator and negotiator. Beginning in the 1970s, Riverside's police chiefs have all been college educated, with master's degrees and extensive management training. Even so, throughout the 1990s, the department struggled with lessening public trust, growing labor unrest, and a series of controversial incidents culminating with the death of Tyisha Miller in December 1998.



Sergeant Frank Orta meeting with a community member during Purple Ribbon Month.

In 1999, the city saw the establishment of a Mayor's Use of Force Panel, and an investigation by the State of California Attorney General.

While the Mayor's Use of Force Panel, made up of a cross-section of community members, came forth with a set of 12 recommendations that were subsequently adopted by the City Council, the Attorney General's investigation resulted in a five-year Stipulated Judgment between the State of California and the city. Both mandates required the City of Riverside and its police department to initiate far-reaching reforms in its operations, training, and organizational culture.



Against this backdrop, Police Chief Russ Leach was hired in 2000 by the City of Riverside to lead the department. Chief Leach accepted a charge

to bring the RPD into the 21st Century, maintaining the peace and order of a diverse and growing community, restoring the public's trust, engaging in community-policing philosophy and practice, providing effective leadership to employees of the organization, and implementing all aspects of the Mayor's Use of Force Panel recommendations and the state mandated Stipulated Judgment.

Under Chief Leach, the department has turned these mandates for change into opportunities to implement substantive advances. An array of existing programs, augmented by new direction and strategies, continues to be the centerpiece of the RPD's crime-fighting efforts. The organization has vastly improved its outreach to the community through increasing involvement with schools, community-based organizations, ad-hoc groups and neighborhoods. Department employees' labor organizations have been actively engaged to help accomplish these improvements and have responded in a manner consistent with the highest principles of public service.

The Mayor and City Council, as well as city management, have stepped forward with unwavering support and the financial assistance necessary to realize sustained reform. The department's command structure has been strengthened through the addition of a second deputy chief, two additional lieutenants and five sergeants to provide for managerial oversight throughout the day and night. A combination of retirements and new positions has resulted in the hiring of over 120 new employees since January 2001, presenting a unique opportunity to bring new faces and

perspectives into the organization. The constant influx of quality applicants for these positions provides ample evidence that the Riverside Police Department is an employer of choice.

The department is fully committed to complying with all of the requirements and provisions of the Stipulated Judgment. This has been demonstrated by providing timely adherence to all measurable action items to date. New technologies such as digital in-car video cameras and digital audio recorders have been provided to field officers, less lethal weapons have been purchased and deployed, new and innovative training has been provided, and accountability to the public has been improved through policy changes and aggressive investigation of misconduct complaints. *(Refer to the Appendix for additional information on the results of implementation of the judgment.)*



Attorney General Bill Lockyer with Chief Russ Leach

At the All Zones Meeting held in May 2003, Attorney General Bill Lockyer declared the Riverside Police Department to be well on its way to becoming a "model police agency." Additionally, during a mid-term review of the judgment by the Attorney General, conducted on October 10, 2003, the RPD was found to be in compliance with the duties and responsibilities established in the judgment.

Focusing on the Future

In its future-focused strategy, the RPD has assessed growth, economic, demographic and societal factors that affect the business of policing, seeking creative ways to meet these challenges. The department initiated a strategic planning process in 2003 that included extensive workshops with members of the community and city leaders who expressed their desires and expectations for public safety, as well as ideas for concrete programs of action.

This Strategic Plan and the following six goals are the outcome of these efforts:

Strategic Planning: Goal 1

Commit to and embrace best policing strategies, management practices and the development of skills in the workforce that promote visionary leadership throughout the organization.

Strategic Planning: Goal 2

Prevent and reduce crime and conditions that create social disorder through the provision of a full range of high-quality police services that foster an environment of public trust and confidence.

Strategic Planning: Goal 3

Enhance our commitment to community policing by fully engaging the City's leadership, the police department and the public as co-producers of public safety.

Strategic Planning: Goal 4

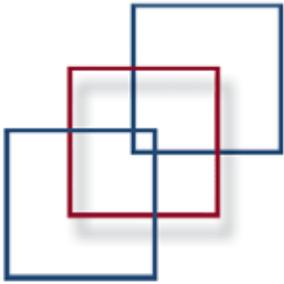
Ensure police accountability to the community by measuring and evaluating organizational performance and employee commitment to the department's mission and values.

Strategic Planning: Goal 5

Ensure a well trained, professional and customer service-oriented workforce that will provide excellent police service.

Strategic Planning: Goal 6

Continue to assess, develop and implement innovative solutions, policies and procedures, and organizational systems that result in excellent police practices.



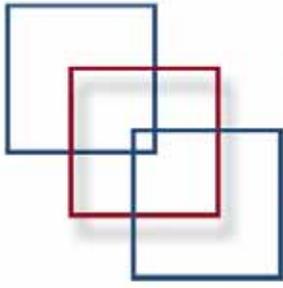
The Strategic Plan serves as a blueprint by which the community can hold the Riverside Police Department and its leadership accountable.

The plan communicates a clear direction for developing leadership skills, improved delivery of service, effective community policing efforts, enhanced accountability to the public, better training, advanced technology and support for the citywide strategic plan and community vision.

This document will also be used to plan and design programs and services, allocate resources, measure results and communicate those results to the community. New opportunities for community participation, insight from the city's elected officials and city manager, and input from department and other city personnel will be created. Progress will be continuously reviewed and adjustments made to strengthen public trust and ensure the highest quality of police services.

These fundamental changes in culture, administrative style and organizational structure will make it possible to achieve a more decentralized form of decision-making, and equip the RPD and community in new ways to reduce crime. Over the next few years, the department will evolve from its current highly centralized structure into a neighborhood style of policing that will further the responsiveness of the community policing philosophy.

Programs and problem solving ability will be moved closer to the public, first by the physical relocation of police buildings into strategic locations throughout the city, and second, through the redeployment of personnel and placement for responsibility at the neighborhood officer level.



Planning for a Safer Community

New Expectations

The police, community and city leadership must have realistic expectations of what the police can and cannot do to achieve community health and well-being. Community policing is not a panacea that will correct all social problems and resolve all crime and violence. The public must be aware of the reality of police limitations and the importance of public involvement.

The RPD will create a more qualitative versus quantitative approach to measuring officer and department effectiveness; this will be addressed in the goal portion of this strategic plan:

- ❑ Riverside policing efforts must be reprioritized to focus on customer service and satisfaction
- ❑ The creation of problem partnerships and innovative responses to crime related problems addressing social disorders and physical decay (the “Broken Window Theory” factors) and responding to the needs of special populations

Department managers are prepared to deliver results, and ensure a successful shift in culture and performance, amidst significant and ongoing change by:

- ❑ Developing shared commitment to goals and objectives
- ❑ Influencing people to give their best
- ❑ Motivating and building high-performance, accountable teams
- ❑ Breaking down individual and organizational barriers
- ❑ Stimulating and promoting innovation
- ❑ Creating energy and cultivating enthusiasm

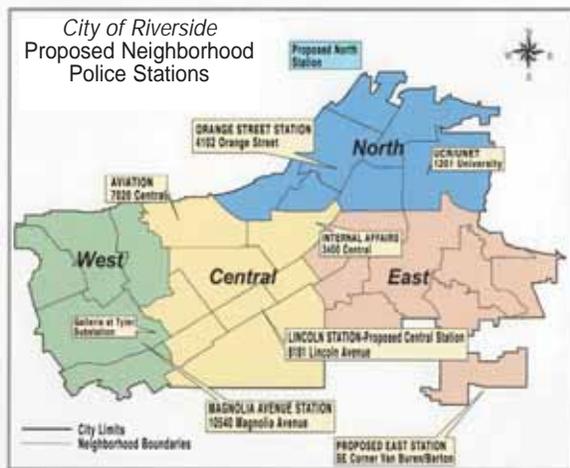
New Approaches

The police in Riverside deal with thousands of emergency calls a year and are faced with more and more complicated crimes. The trends identified, as well as technological advances, require the department to continually target resources to meet the ever-changing challenges of protecting society. While the RPD takes a fresh look at how to prevent crime, work in closer partnership with the community, and use the latest technology, the department is also streamlining and reorganizing its own management structure.

To be more responsive and accountable to local needs, the areas of the city are being reorganized to better serve the community of Riverside: neighborhood police stations are being located in each of the major sections of the city, and staffing is being decentralized so that each station operates as a “full-service” station in the neighborhoods it serves.

Uniformed patrol and traffic officers, crime prevention and other community officers will work from the individual police stations, with detectives available to handle many investigations that arise.

This accessibility and openness will help draw citizens closer to their local police; they will have the resources of a full-service police station available to them in close proximity to their neighborhood. At their local neighborhood station, a citizen will be able to report a crime, speak to a detective or other staff person who can help them, get a copy of a police report, obtain permits for events, make use of the community room for local meetings, and receive information about other services.



The current plan proposes to create four distinct neighborhood policing areas with station buildings. These are currently being referred to as "Central, East, North and West," to represent their respective geographic locations.

New Outlooks

The department's transformation into a neighborhood-policing model will require a significant re-allocation of personnel, processes and realignment of organizational structure as well as a shift in employee perceptions and expectations. RPD leaders anticipate that among the ranks there will be a new appreciation of what others bring to the table.

Specifically, officers who are accustomed to working independently and shouldering all the responsibility for enforcement and problem-solving, will grow to include community members in this process. As officers get to know their assigned neighborhoods, they will maintain ongoing, positive contacts with citizens that will encourage free and open communications. Citizens, in turn, should be more willing to express their concerns, and work alongside police personnel in solving problems and helping prevent crime.

On the accountability front, when neighborhood area commanders are given the full scope of police and community

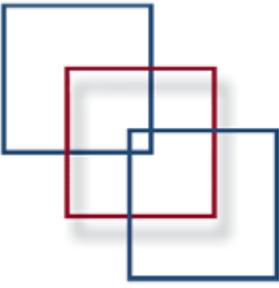
resources, and assume their posts at their respective geographic areas, the entire RPD Management and Accountability Program (RPD-MAP) will be significantly enhanced. Accountability will no longer exist at the management level only, but will be extended to the working police officer who will become responsible for crime in the assigned neighborhood.

Among all department personnel, a spirit of cooperation and collaboration will be essential to this paradigm shift. Additionally neighborhood officers will be trained in customer service, communication, conflict resolution, diversity and other non-technical but equally important people-skills techniques.



Recently the city purchased a new building at 10540 Magnolia Avenue to house the West neighborhood policing area and, temporarily, the Central neighborhood policing area.

The reorganization is one of the most visible, obvious changes the community will see as this strategic plan unfolds. Further, the neighborhood-policing model helps actually deliver the concepts of community policing by providing the physical and cultural structure for delivery.

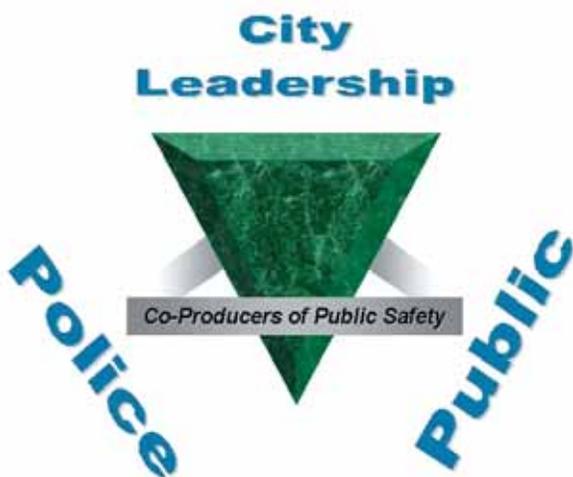


Co-Producers of Public Safety

Community Policing is a philosophy, management style and organizational design that promotes proactive problem-solving and police-community partnerships to address the causes of crime and fear as well as other community issues.

This definition has guided law enforcement agencies for the past two decades. It has proven to help combat crime and social disorder, but the Riverside Police Department is making a strong commitment to “push the envelope” of community policing by creating a “triad” relationship to serious crime fighting efforts.

This triad is composed of three equal parts consisting of police, public (community members) and city leadership. This “triad” balances responsibilities to create a mechanism to allow for the co-production of public safety.



This new Riverside “Co-Producers of Public Safety” model balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime and social disorder.

This requires police, community members and city leadership to create a sustained commitment to develop long-term and proactive programs and strategies that address the underlying conditions causing community problems.

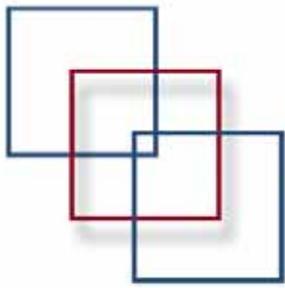
The “Co-Producers of Public Safety” policing model focuses on the city’s goal of *Preserve and Improve our Quality of Life* – the belief that community problems can be resolved and ultimately prevented.

It stands for a commitment to address the complex and chronic underlying issues that plague society and communities. This requires:

- Conducting accurate community needs assessments
- Mobilizing all appropriate players to collect data and brainstorming strategies
- Determining and implementing innovative, collaborative and comprehensive programs to address underlying issues and causal factors
- Evaluating progress and modifying approaches as needed

All “triad” members must have a sustained commitment to work together to do “whatever it takes” rather than settle for the “quick fix.”

This approach has the added advantage of empowering previously disenfranchised community members by demonstrating a commitment to overcome the chronic neglect perceived to be endured by some neighborhoods.



Shared Commitment

New Direction

In an unprecedented move, Riverside's Police Department launched a strategic planning process in 2003. To co-create this vision for the future, RPD staff met with city leaders, community groups and department personnel to seek their input.

*Cops, Clergy
and Community
Workshop*



*Mayor's Youth
Advisory
Council*



*Chief's
Advisory Board
Workshop*

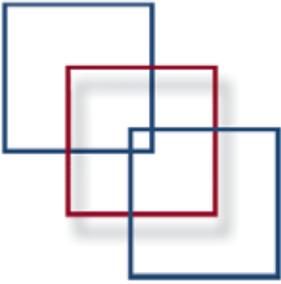


Six interactive workshops designed to elicit feedback and suggestions for the RPD and its performance were held with the Mayor and City Council; the City Manager; the Cops, Clergy and Community group; the Mayor's Youth Advisory Group and Eastside Youth Action; Chief's Advisory Committee and the Greater Riverside Chambers of Commerce.

These groups were selected because of their dynamic role in the community, ability to provide timely and relevant insight, and the diversity and breadth of their

representation. Themes that emerged from these discussions were:

- ❑ Develop awareness that the community values their police department and wants officers and detectives to fully engage the community and its resources to address neighborhood livability issues.
- ❑ Police should be "friends" who help prevent crime, not enforcers who are disconnected from the community
- ❑ Crime and social disorder should be reduced
- ❑ The people hired to represent the RPD should be "great people" who are reflective of the diverse population and have strong interpersonal skills
- ❑ Emphasis should be put on training for community-oriented policing philosophies and techniques; use-of-force engagement rules; and customer service orientation
- ❑ Citizens want the creation of a safe street environment, as well as improved traffic conditions
- ❑ Improve personal and pedestrian safety at and around schools
- ❑ Develop a Business Watch program
- ❑ Innovative strategies are needed to deal with the increasing number of parolees in Riverside, especially in the areas where they are highly concentrated



- Expand and improve Neighborhood Watch and Crime Free Multi-Housing programs

- Be ranked in the top twenty cities with regard to the FBI's Part 1 Crime statistics for cities with a population of 250,000 – 500,000
- Enhance the credibility of the Police Department with the entire community
- More and enhanced community outreach programs, especially those where officers are placed into regular contact with citizens in everyday surroundings

At the conclusion of the workshops, and to facilitate the creation of this plan, the Riverside Police Department also hosted a Strategic Planning Workshop on February 19, 2004.

Over 100 community members, department staff and city leaders were gathered together to elicit input on the specific goals they would like to see the RPD achieve in the next five years. From this process, six strategic goals were developed along with an array of



Students from Jefferson school view the inside of a police car as part of Purple Ribbon Month.

concepts, ideas and strategies that could move the agency toward those goals.

The strategic planning workshop participants also formulated a vision for what the department should become.

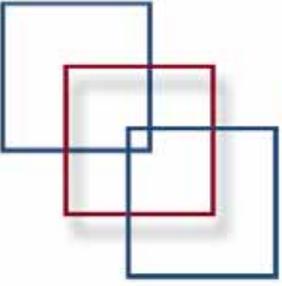
By 2009, the Riverside Police Department will be recognized:

- as a leader in law enforcement training, equipment and technology to impact crime
- locally and nationally as a model of community policing partnerships
- by the public as an innovative, creative, progressive department focused on community goals
- as embracing cultural diversity, equality and fairness and be respected and trusted by the community
- for attracting, developing and retaining high caliber and top qualified employees

As the Riverside Police Department moves forward with planning for the future through the implementation of the six strategic goals, it must be understood that this creative collaboration of police employees, community members and city leadership is the beginning of a relationship established to “co-produce” excellence in public safety.

This collaborative effort will continue to help set the standard for policing in the 21st Century, building on collective ideals, values and goals to make Riverside one of the safest cities of its size in the State of California.

The following pages outline in detail each of the six major goals, and their respective objectives and outcomes used to measure success. These will provide a blueprint for many of the near and long-term actions that will be taking place as the RPD shapes its future.



Goal 1

Commit to and embrace best policing strategies, management practices and the development of skills in the workforce that promote visionary leadership throughout the organization.

The RPD must continue to improve its organizational capacity and ability to effectively deal with changing conditions and increasing demands for public safety services. We will foster a culture that values leadership and vision, accepting that creativity and innovation involve some element of risk.

Objectives

- 1.1 Prepare employees to assume greater responsibility and contribute to organizational success in dealing with evolving policing issues and challenges.
- 1.2 Strengthen organizational communications through timely and effective dissemination of information.
- 1.3 Ensure all employees are capable of carrying out the mission and values of the department.
- 1.4 Run a fiscally sound and cost-effective department.
- 1.5 Create a workforce that better reflects the diversity of Riverside.
- 1.6 Establish and provide adequate management and supervisory staffing levels to ensure appropriate resources are available for oversight of personnel and operations.
- 1.7 Employ community policing and problem solving strategies that support the Department's ability to effectively respond to the community's police service demands and priorities, and secure and allocate sufficient resources to accomplish this.
- 1.8 Provide for a safe and secure community by increasing public awareness of Homeland Security measures and assist in providing relevant training.

Outcomes

Increased employee success in carrying out their duties and meeting expectations attached to their job assignments and roles.

Consistent, accurate and open communications; employees are kept current on organizational priorities and activities.

Well-trained workforce.

Meet or exceed budget and performance measurement goals each fiscal year.

More diverse workforce; improved organizational ability to respond to and deal with language and cultural barriers.

Supervisory and management staffing levels meet standards established in department or divisional policy; critical incidents and major events are directly managed by supervisors/managers.

Reductions in targeted crime rates; reduction in repeat calls for service at problem locations; staffing adjustments based on service demands.

Well-trained first responders in Homeland Security issues; citizenry educated and trained in Homeland Security measures they should be aware of.

Goal 2

Prevent and reduce crime and conditions that create social disorder through the provision of a full range of high-quality police services that foster an environment of public trust and confidence.

In addition to preventing, detecting and investigating of crime, the RPD recognizes that contemporary policing, in partnership with the community, must proactively address the conditions that contribute to social disorder. We will focus strongly on youth issues, developing collaborative strategies with other agencies, and improving our accountability to the community.

Objectives

- 2.1 Support improved delivery of youth related crime prevention services to better meet the needs of youth in the community
- 2.2 Expand Project Bridge and ensure continued interagency collaboration
- 2.3 Continue RPD participation in effective federal, state and county task forces committed to the reduction of crime in our community
- 2.4 Promote interagency support for the expansion of the Police and Corrections Team (PACT)
- 2.5 Expand RPD's Management and Accountability Program (RPD-MAP) to all field and investigative components, provide timely reviews, and require managers to act quickly on the data and information generated to better deal with evolving crime trends and service demands

Outcomes

Decreased recidivism rates among targeted population; increase in number of youth interventions/referrals; reduction in truancy rates

Provide more neighborhoods and families with Project Bridge services; increase in the number of referrals

Leveraging of external resources to conduct investigations, make arrests and prosecute individuals committing crimes in Riverside

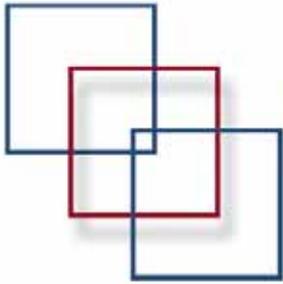
Increase job placements of ex-offenders; participation in educational outreach; reduce recidivism; rapidly address parole violations

Provide "real-time" data and management information to improve organizational responsiveness and decision-making; reduction in crime and service demands

Students at Rehoboth Charter Academy sworn in as peace keepers by Riverside Officer Felix Medina.



Reprinted with permission from The Press-Enterprise.



Goal 3

Enhance our commitment to community policing by engaging the city's leadership, police department and public as co-producers of public safety.

As one segment of the triad that “co-produces” public safety, the RPD must work to educate city leadership and the public about community policing. Through a decentralized service delivery and staffing approach, we intend to effectively involve our stakeholders in community policing and problem solving activities.

Objectives

- 3.1 Adopt a decentralized service delivery system and strategies that supports and advances Riverside's community policing philosophy
- 3.2 Improve traffic safety through enforcement, education, and engineering in a manner that effectively responds to the city's growth
- 3.3 Continually evaluate policing programs for their effectiveness in meeting community expectations, demand for services and achieving organizational goals
- 3.4 Expand the number of properties participating in the Crime Free Multi-Housing (CFMH) program
- 3.5 Achieve greater participation from the business community in crime prevention programs by instituting an active Business Watch program and partnering with the Greater Riverside Chambers of Commerce
- 3.6 Expand the scope of the Neighborhood Watch programs to address and deal with quality of life and other neighborhood concerns
- 3.7 Improve outreach efforts to educate members of the community about their role as co-producers of public safety

Outcomes

- Reduced response time for priority calls; improved public perceptions of police services; reduction in chronic neighborhood problems
- Reduction in fatal/injury collisions; decrease in citizen complaints; increase enforcement actions at high-risk locations for primary collision factor violations associated with fatal and injury collisions
- Efficient allocation of department resources; cost effective and efficient programs are maintained while those that are not are either modified or abandoned
- Increase in certified CFMH units; reduction in crime problems at multi-housing properties engaged in the program
- Number of Business Watch programs established; decrease in burglaries and robberies at businesses
- Reduced crime; expanded involvement of city departments in problem solving efforts; increase in neighborhood watch members surveyed who rate the responsiveness of city agencies as “good” or “excellent”
- Greater public participation in problem solving efforts; increase number of presentations to community groups; improved public perceptions of police services

Goal 4

Ensure police accountability to the community by measuring and evaluating organizational performance and employee commitment to the department's mission and values.

With our desire to provide excellent customer service, we are willing to examine our performance both as an organization and as individuals. We will solicit timely feedback, report results to the public, and improve service accordingly.

Objectives

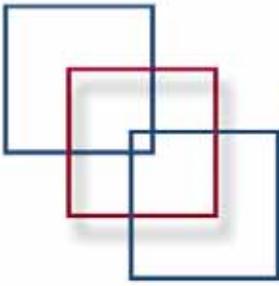
- 4.1 Design and adopt performance standards and measures to evaluate unit and individual performance
- 4.2 Improve employee performance in delivering high quality police services
- 4.3 Develop proactive strategies to inform the community of department goals, services and accomplishments
- 4.4 Enhance employees' understanding of the role, and value, of public participation in developing and implementing solutions to community issues

Outcomes

- Ongoing performance assessments are conducted and continuous improvements achieved
- High community satisfaction with police services received
- A more informed and engaged community; improved public perceptions of police operations and services
- A more informed workforce that seeks community input and engagement in responding to challenges; improved employee perceptions of the community and its resources



A 7 to 1 ratio of officers to supervisor is used to maintain accountability and span of control.



Goal 5

Ensure a well trained, professional and customer service-oriented workforce that will provide excellent police service.

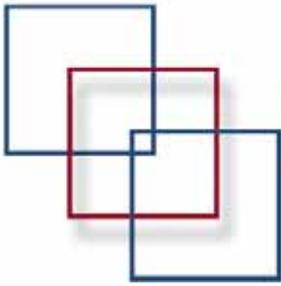
We recognize and value the contributions of our employees in fulfilling our mission. In order for them to be successful, the RPD must provide the training that will enable them to develop their skills and abilities to such a level that they can provide high quality police services.

Objectives

- 5.1 Provide training to all sworn employees that fully complies with the department's training policy and training plan
- 5.2 Establish a dedicated training fund that fully supports and ensures the RPD is capable of carrying out the RPD training plan
- 5.3 Complete a civilian reclassification study to promote more effective use of non-sworn personnel and create career ladder opportunities
- 5.4 Develop and implement a training plan for civilian employees that addresses their continuing professional training needs
- 5.5 Provide customer service training that recognizes the complexities involved in delivering police services and is tailored to the needs of RPD
- 5.6 Establish a permanent learning center devoted to meeting multi-faceted, interactive training needs

Outcomes

- Officers possess the knowledge, skills and abilities to successfully fulfill the job assignments and meet organizational performance expectations
- Individual employee and unit training needs established in the training plan are identified and fully funded
- Staff and deploy civilian positions in accordance with the study; achieve cost-efficiencies and improve service delivery through appropriate reclassification of positions; reduce civilian turnover; attract more qualified candidates
- Civilian employees possess the knowledge, skills and abilities to successfully fulfill the job assignments and meet organizational performance expectations
- A workforce that displays a strong commitment to providing high quality customer services; greater community satisfaction
- Reduced training costs; Increased training opportunities for employees; revenue generating opportunities created



Goal 6

Continue to assess, develop and implement innovative solutions, policies and procedures, and organizational systems that result in excellent police practices.

The RPD has earned recognition as a leader in implementing advanced police technologies, model policies and innovative police practices. Understanding that past success does not ensure future results, we are committed to remaining at the forefront in the development and application of technology, less lethal options and contemporary policies and practices.

Objectives

- 6.1 Successful transition to the new Computer-Aided Dispatch (CAD) system and integrate this with existing data and information systems
- 6.2 Acquire and install in-car video camera systems in all marked police vehicles
- 6.3 Create an action plan that identifies RPD's information technology (IT) needs and will guide the development of future IT systems and applications
- 6.4 Continue to explore and evaluate less lethal technologies
- 6.5 Become entrepreneurial in providing POST certified courses to other law enforcement agencies while meeting the department's training needs
- 6.6 Conduct an annual evaluation of RPD's progress in accomplishing the goals and objectives of the strategic plan and identify what modifications may be necessary to ensure future progress

Outcomes

- Improved quality and timeliness of CAD data; full interoperability of CAD with existing data/information systems
- Improved ability to monitor and evaluate field performance, identify training needs and document successful performance; reduce the number of complaints and time required to investigate allegations
- Ensure high levels of efficiency and effectiveness in deploying resources and responding to service demands; provide real-time information required for critical analysis and effective decision-making
- Enhance officer safety; reduce the number of officer-involved shootings; reduce city liabilities associated with such incidents; improve public confidence and support for the RPD
- Meet the department's training needs; reduce and offset training costs; increase revenues for the city
- Successful implementation of the strategic plan; continuous organizational improvements; creation of a "learning organization"

Our Pledge

Promise to the Community

This strategic planning document is a bold statement for the future direction of the police department. The goals articulated reflect the department's commitment to development of its leadership, ever-improving delivery of police services, a renewed commitment to community policing, an interactive accountability to the public, enhanced training to encourage excellent customer service, and a never-ending search for the best in police practices. The department's promise to the community is that these goals will be vigorously pursued, regularly scrutinized, and adjustments made as needed to meet them.



An apartment manager receives a certificate from Crime Free Multi-Housing Officer John Start

Crucial to fulfilling this promise has been the establishment of detailed objectives to be used as a road map to meet each goal. Each of these objectives are further expanded through a series of specific action steps with due dates that lead to full implementation of the objective. Each action step has been assigned to an individual within the department who has full responsibility for completion.

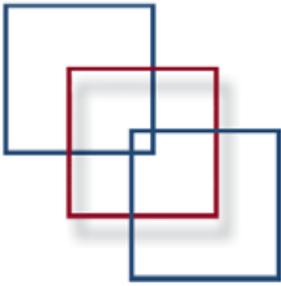
Progress in meeting these objectives will be reviewed regularly to ensure that each item is on-track.



RPD volunteers and Senior Police Services Representative Antoinette Alexander talk to community members at the Galleria Food Court

Review of the established goals and objectives should quickly lead the reader to an understanding of the department's determination to dramatically improve community policing efforts in the City of Riverside.

Although the RPD has implemented various programs under the banner of community policing over the past fifteen years, the philosophy has never become an ingrained part of operations. Indeed, except for the past three years, the department has seldom involved the community in planning for the future, policy making or even the setting of basic policing priorities within the community. The community was clearly missing from the process.



The value of public participation in policing has been proven, over and over. This Strategic Plan actively encourages the role of the community and

city leadership as co-producers of public safety, going so far as to describe a triad of responsibility: police – community – city leadership.

This partnership will be nurtured and expanded to bring the full focus of the city's resources to bear on crime and social disorder.

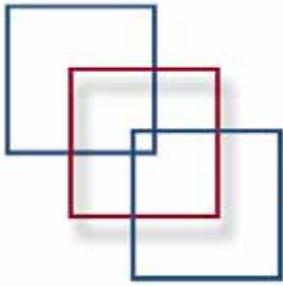
Such relationships also establish a feeling of mutual trust, confidence and accountability where each participant seeks to understand and support the others to attain the common good, in this case a community where safety and security are of paramount importance and available to all.

This approach is essential and healthy, and will ensure the strength and vitality of the city well into the future.

The development of a strategic plan is not a single event, but must be regarded as the beginning of a process. While current goals and objectives are met, new challenges must be met with new thoughts and ideas, translated into strategies that can be understood, acted upon and reviewed for success. Constant vigilance, willingness to meet and act upon new challenges, and accountability to the public are hallmarks of public service.

This Strategic Plan, and the enhancements that will inevitably follow, will guide the Riverside Police Department—and the community—into the future.





Appendix

City Facts

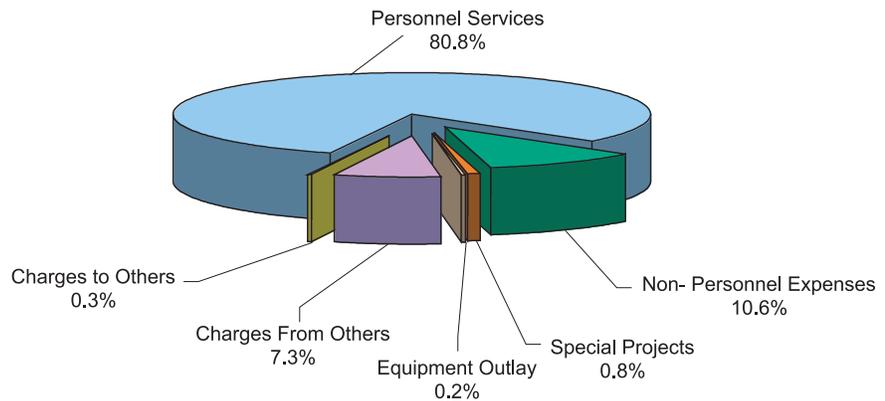
Riverside is the eleventh largest city in California with a diverse population of over 274,100. According to the Southern California Association of Governments (SCAG), a conservative estimate for the expected increase in population to the city by 2020 is 80,000 with an additional 100,000 to 250,000 new residents in the city's sphere of influence.

The Police Department - Sworn officers: 362, Civilian staff: 182

Riverside Police Department Budget Fiscal Year 2003/2004

Budget

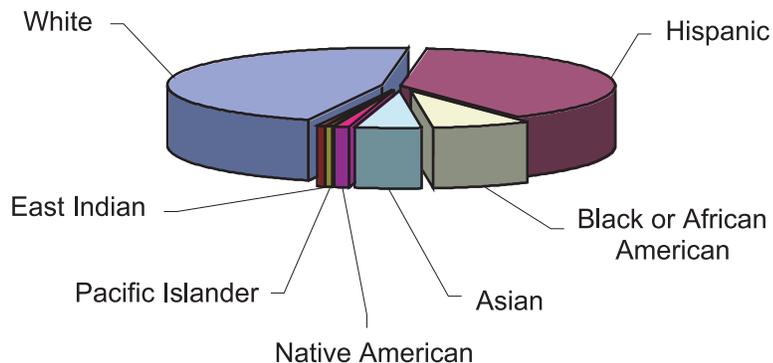
The Riverside Police Department's budget for fiscal year 2003-2004 totaled \$61,884,468 representing 41.8% of general fund expenditures.

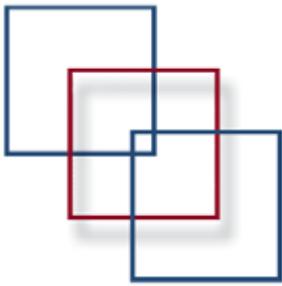


Riverside - 2000 Census Data

Demographics

The 2000 Census reported Riverside's ethnic breakdown as: 45.6% White, 38.1% Hispanic, 7.4% Black or African-American, 5.1% Asian, 1.1% Native American, 0.4% Pacific Islander, and 0.6% East Indian.

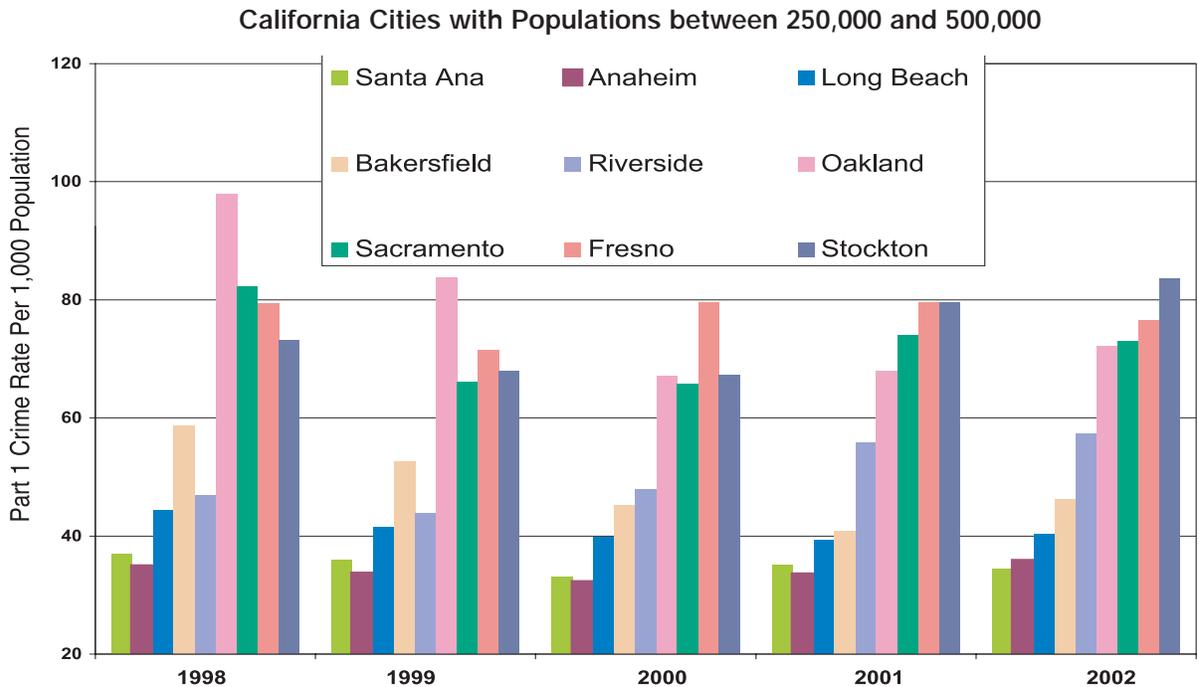




Crime

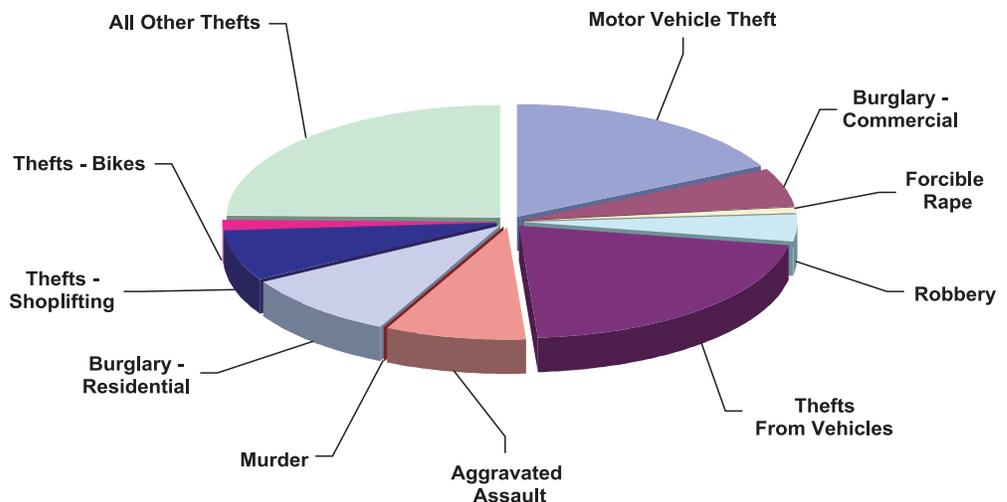
Understanding the extent of crime and social disorder remain a central tenet of the policing mission. To plan effectively for the future, past and current trends must be clearly established. Since 1998, Part 1 crime in Riverside has been generally lower than in other cities of comparable size.

The following chart shows this pattern:

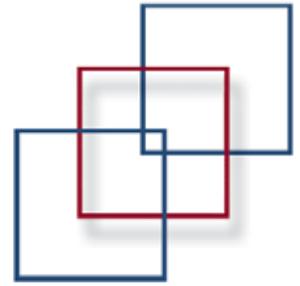


Part I Crime - 2003

Part 1 crime consists of several types of offenses. The chart below is a visual depiction of the types and relative prevalence of these crimes in Riverside.



Mayor's Use of Force Panel

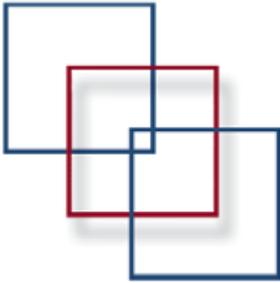


In January 1999, the Mayor's Use of Force Panel, a body of community members, was appointed to improve community and police relations.

The group subsequently made twelve recommendations, all of which were implemented by the Police Department, and several of which were ultimately incorporated into the Stipulated Judgment. The chart below presents the status of each recommendation and, where applicable, the cost of implementation.

RECOMMENDATION	STATUS	FISCAL IMPACT
Amend the written Use of Force Policy to reflect this Community's commitment to cultural and racial sensitivity and to explicitly recognize the sanctity of human life.	Implemented	No significant impact
Increase the Number of Minority and Female Police Officers in the Ranks of the Riverside Police Department, and Obtain Minority and Female Representation at the Highest Levels of Command.*	Ongoing	\$16,500
Increase the Department's Diversity Training.*	Implemented and Ongoing	\$33,500
Firmly Commit to Community Policing and the Expansion of Community Policing.*	Ongoing	No significant impact
Institute an Improved Form of Citizen Review.	Implemented	\$991,422
Develop a Means Whereby the Community Can Be Assured That Officers Who Act Outside the Use of Force Policy Are Subject to Appropriate Discipline.*	Implemented	No significant impact
Collect and Distribute Data Concerning Traffic Stops Broken Down by Racial and Ethnic Categories.*	Implemented and Ongoing	\$50,000
Determine the Need to Obtain Additional Less-Than-Lethal Weapons for Use by Officers in the Field, for Additional Training and Improved Technology.*	Implemented	\$37,112
Determine the Need for More Officers in the City of Riverside.	Implemented	No significant impact
Review and, If Need Be, Refine the "Early Warning System" Within the Department to Assist in Identifying Officers Who Begin to Show a Tendency to Use Excessive Force.	Implemented and Ongoing	No significant impact
Implement Policies to Ensure Experienced Patrol Officers are Available On All Watches and Emphasis is Placed on the Supervisors in the Field.*	Implemented and Ongoing	\$226,000
Do Not Allow budgetary Constraints to Be Used as an Excuse of No Action.	City Council has Responded Positively to All Requests for Resources	No significant impact
TOTAL FISCAL IMPACT		\$1,354,534

* Similar to responsibility mandated by the Stipulated Judgment with the State of California Attorney General. Expenses incurred prior to March 5, 2001 have been included in this chart; those incurred on or after March 5, 2001 are documented under the Stipulated Judgment.

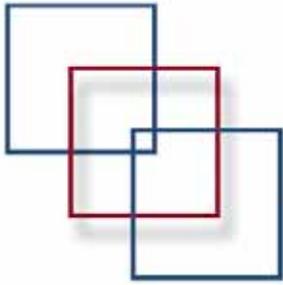


Stipulated Judgment

On March 5, 2001, the City of Riverside and the Attorney General for the State of California entered into a Stipulated Judgment in Riverside County Superior Court. The judgment set forth specific duties and responsibilities dealing with reforms of the Riverside Police Department, and a list of tasks to be completed at intervals of three, six, and twelve months beginning at the time of the court filing.

Upon full completion of each task, the city requested, and received, written confirmation of compliance from the Attorney General. The following chart illustrates the status of all action items contained in the judgment and, where applicable, the cost of implementation:

STIPULATED JUDGMENT IMPLEMENTATION ITEMS	COMPLETED	FISCAL IMPACT
Work with Attorney General Consultant	Ongoing	\$472,874
Timely personnel evaluations	Ongoing	No significant impact
Maintain 7:1 officer to supervisor ratio	Ongoing	\$2,253,096
Roll call monitoring	Ongoing	\$252,014
Critical incidents debriefing policy	June 5, 2001	No significant impact
Early Warning System (EWS) Revision and Monitoring	June 5, 2001	No significant impact
Audio recording equipment/policy	September 5, 2001	\$449,114
Purchase/deploy less-lethal weapons	September 5, 2001	\$316,694
Complaint policy revision	September 5, 2001	\$389,020
FTO Program Plan	September 5, 2001	\$5,345
Diversity training plan	September 5, 2001	\$56,100
Lt. Watch Commander Assignment/policy	September 5, 2001	\$849,947
Strategic Plan	June 5, 2001	\$490,921
First Annual Traffic Stop data report	March 5, 2003 and March 5, 2004	\$558,109
Training plan for sworn supervisors	March 5, 2002 (and annually until March 5, 2006)	No significant impact
Pretext Stop training plan	March 5, 2002 (and annually through March 5, 2006)	\$5,063
Use of force training plan	March 5, 2002	\$186,154
Complaint procedure audit plan	March 5, 2002	\$526,214
Acquire/deploy mobile video systems in patrol	September 5, 2001	\$648,347
TOTAL FISCAL IMPACT	March 5, 2003	\$7,459,012



Acknowledgements

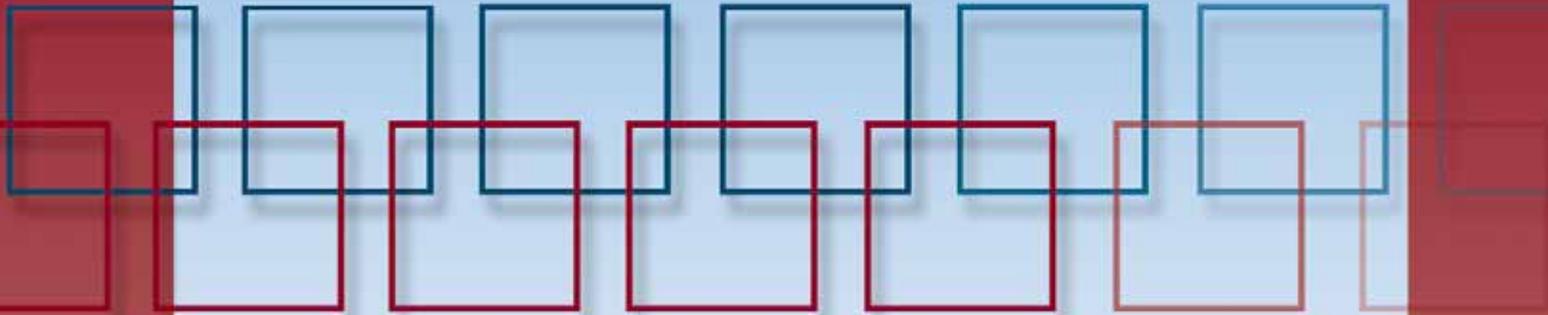
We would like to thank the following organizations, City of Riverside leadership and city departments for their assistance and support in developing the Riverside Police Department's Strategic Plan:

Organizations

Cops, Clergy and Community Network
City of Riverside Human Relations Commission
Chief's Advisory Board
Mayor's Youth Advisory Board
Eastside Youth Advisory Council
Greater Riverside Chambers of Commerce
Riverside Unified School District
Alvord Unified School District
Riverside Police Officers Association
Riverside Police Administrators Association
Service Employees International Union, SEIU Local #1997

City of Riverside

Mayor Ronald O. Loveridge
City Council
City Manager George A. Carvalho
Police Department
Office of the City Attorney
Public Utilities Department
Office of Management and Budget
Development Department
Fire Department
General Services Department
Human Resources Department
Park and Recreation Department
Planning Department
Public Works Department
Finance Department
Information Systems Department



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